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IAD - 94/65  
5 October 1965

MEMORANDUM FOR: Assistant for Operations, NPIC

FROM: Deputy Chief, Imagery Analysis Division, CIA

SUBJECT: Critique of Paper Giving NPIC Position on Requirement Handling and Requirements for an Exploitation Committee

I would recommend that those subject areas not spelled out within the stated problem be eliminated from the paper under review. I would generally subscribe to the role of COMEX as set forth. Suggested modifications or areas of outright disagreement in regard to the total paper are set forth and/or discussed below:

1. Under the responsibilities set forth on page 9, I believe that 3 should be eliminated as I believe it is unworkable. At most a committee such as COMEX could function as a clearing house or place to exchange information among the various imagery exploitation facilities. History has shown a failure on the part of DOD itself to effectively coordinate among the existing facilities. Paragraph 5, page 9, is not clear as to intent or meaning.

2. I must strongly disagree with the premise set forth in Paragraph E on page 10. Ten years of experience in NPIC indicates that the most effective processing of requirements is accomplished by the production component involved. Centralized requirements staffs, as with other staffs tend to become divorced from the daily operations and thus become a layering-in element with often stultifying results. Equally if not more important than the placement of requirement processing is the concept of requirements themselves. As previously noted in my discussions with you I feel that prior to determining a system for requirements handling we must define the perimeters of requirements themselves. As previously stated to you I do not believe requirements of an ad hoc nature should normally be accepted by the Center. Insofar as is practicable the Center should have a fairly firm production schedule which would encompass the broad standing requirements of the USIB-level community. As a general rule all ad hoc requirements submitted by the various departments should be handled departmentally in their own facilities. Only by arriving

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at some predictable level of exploitation can the National Center hope to cope with its manpower and production problems. Therefore, I would recommend that we encompass within this paper a definition of the types of requirements acceptable to the National Center, the terms upon which they will be accepted and then recommended that they be handled by the production components involved. Thus eliminating any administrative involvement within the production cycle.

3. The comments set forth in Paragraph F, page 11, are not germane to the problem as set forth by the Assistant for Administration. I would recommend that the reorganization of NPIC be the subject of a separate paper.

4. Under recommendations, Paragraph B, item 1, page 12, strike the words "or departmental". To be effective a committee such as the one outlined cannot dictate departmental responsibilities. If it ascertains the national interests it has achieved its goal.

Under recommendations, page 13, I would recommend that we delete recommendations D, E, and F.

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